SIXTY FOURTH
ANNUAL REPORT

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**Province of British Columbia**

Ministry of Consumer and Corporate Affairs

3200 East Broadway
Vancouver, B.C.
V5M 1Z6
Telephone (604) 254-5711

OFFICE OF THE GENERAL MANAGER
LIQUOR DISTRIBUTION BRANCH

The Honourable James J. Hewitt
Minister of Consumer and Corporate Affairs
Parliament Buildings
Victoria, BC
V8V 1X4

Sir:

I have the honour to transmit herewith the Sixty-fourth Annual Report of the Liquor Distribution Branch, covering the year ended March 31, 1985.

I have the honour to be,
Sir,
Your obedient servant,

R. A. Wallace
General Manager

## THE YEAR AT A GLANCE

For the Year Ended March 31, 1985

| | |
|---|---|
| **SALES** | |
| Through Liquor Stores | |
| Counter | $ 764,393,795 |
| Licensee | $ 122,790,117 |
| | $ 887,183,912 |
| Direct Deliveries to Licensees | |
| Malt Liquor | $ 157,815,953 |
| All Sales Total | $1,044,999,865 |
| **REVENUE** | |
| Net Revenue | $ 353,678,844 |
| **OPERATING EXPENSES** | |
| Total Operating Expenses | $ 103,114,123 |
| **STORES** | |
| Government Liquor Stores | 216 |
| Agency Stores | 113 |
| Total Outlets | 329 |
| **PERSONNEL** | |
| Regular Employees | 1,852 |
| Auxiliary Employees | 1,215 |
| Total Personnel | 3,067 |
| **PRODUCTS** | |
| Cases Shipped | |
| From Vancouver | 6,681,505 |
| From Kamloops | 1,529,524 |
| Total | 8,211,029 |
| **PRODUCTS CARRIED** | |
| General Listings | 1,329 |
| Specialty Listings | 561 |
| Total | 1,890 |

# THE GENERAL MANAGER'S REPORT

It has been my privilege to serve as General Manager for the year covered by this report. I call it a privilege as the Branch is an alive, vital organizaiton composed of dedicated employees striving to operate an efficient, service oriented business.

The Liquor Distribution Branch's mandate is to purchase, distribute and merchandise beverage alcohol products in the Province of British Columbia in accordance with the Liquor Distribution Act.

The Branch has four major objectives that allow us to fulfill our mandate:

(1) To provide levels of service which satisfy the needs of the Branch's customers;

(2) To optimize Branch profit acknowledging the requirement of the Branch to generate revenue as budgeted by government;

(3) To provide suppliers with a controlled access to the market place on a fair and equitable basis; and

(4) To present a progressive, responsive and responsible image to the general public, suppliers, government and our employees.

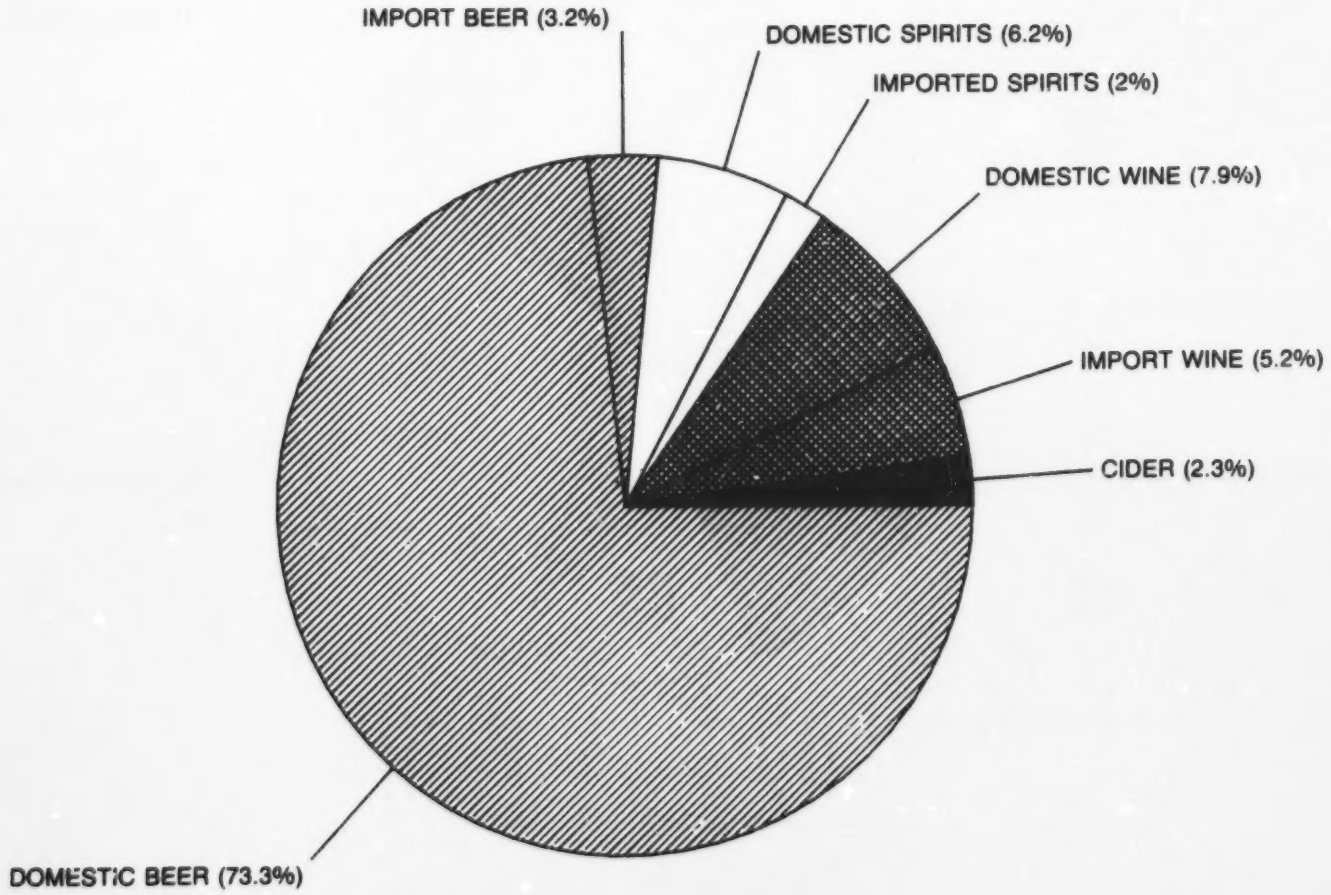
Each of the Departmental reports that follow outline their activities in support of these goals. As you read them, you will see that meeting the needs of our customers is of prime importance.

In the following pages, you will also note statistical reports of sales and consumption. Overall consumption is up slightly in terms of litres of sales. The consumer preference for lower alcohol content products, however, is seen in the continuing decline of the spirits market and the growth of the wine and cider markets. There is also a slight growth in the beer market over the previous fiscal year. In general terms, this trend will continue into the next fiscal year. The introduction of coolers should be of significance in the upcoming fiscal year. While one was introduced to the market in 1984/85, I expect several more in 1985/86. Competition should be very active.

I am proud of the continuing and increasing emphasis on offering our customers, suppliers and others with whom wa do business, the highest quality of service possible. This is only achieved because of the keen interest of our employees. I would like to personally thank them for their contribution. I am honoured to work with them.

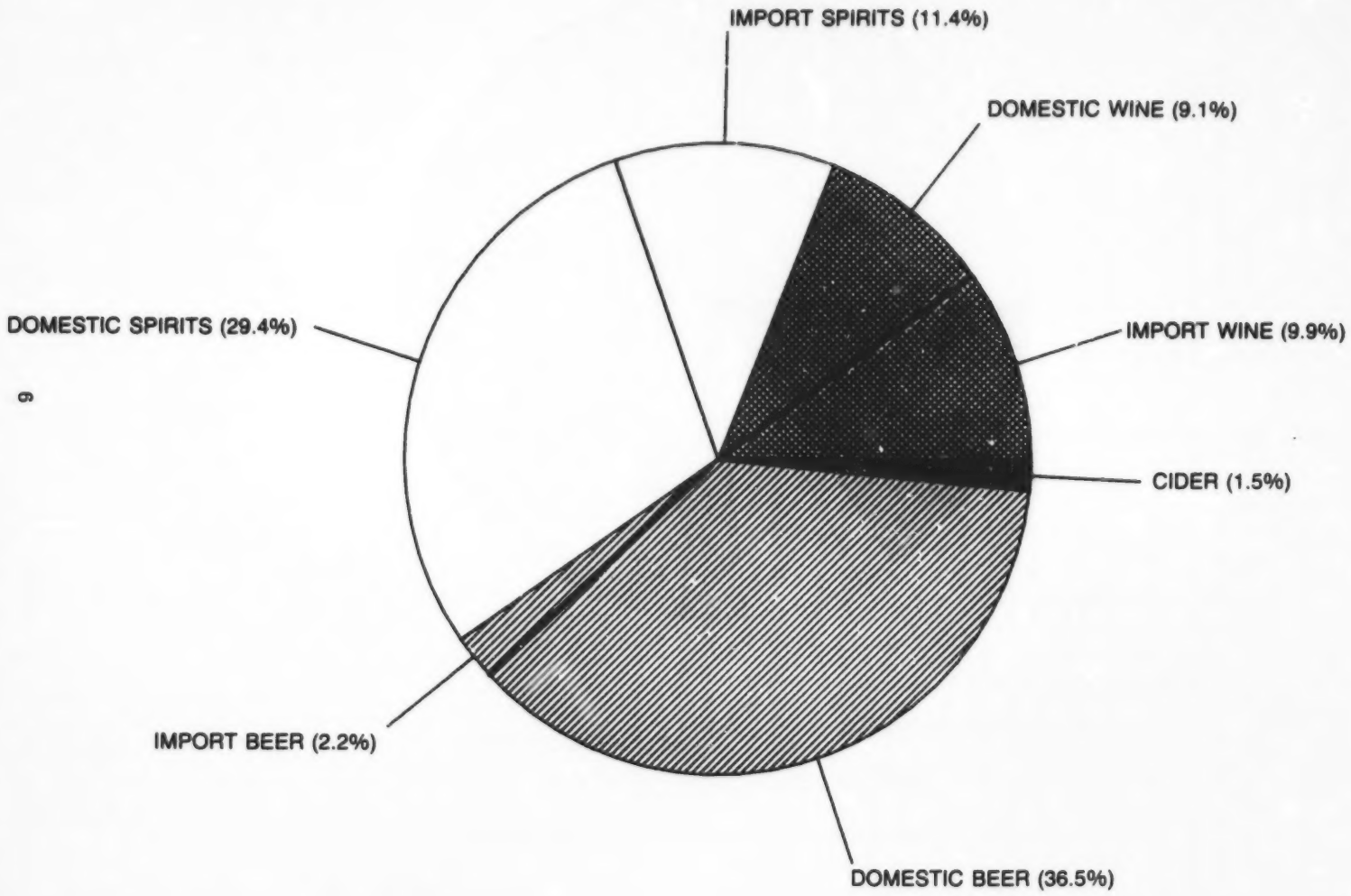
TOTAL LIQUOR CONSUMPTION, FISCAL 84/85

TOTAL VOLUME = 302,054,000 LITRES



TOTAL LIQUOR SALES, FISCAL 84/85

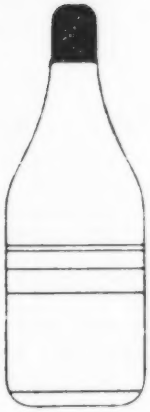
TOTAL SALES = $1,044,247,000



## RETAIL PRICE BREAKDOWN

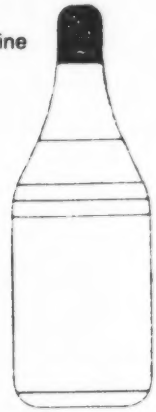
Examples as at March 31, 1985

B.C. Table Wine
750 ml bottle



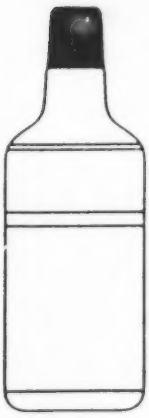
| | |
|---|---|
| Prime Cost from Supplier | 1.61 |
| Federal Excise/Duty | .32 |
| Federal Sales Tax | .25 |
| LDB Markup | 1.09 |
| Provincial Sales Tax | .23 |
| **Total Cost to Consumer** | **3.50** |

Imported Table Wine
750 ml bottle



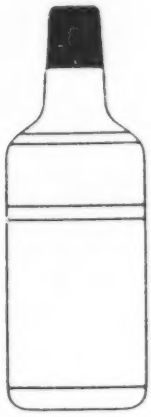
| | |
|---|---|
| Prime Cost from Supplier | 1.12 |
| Domestic Charges | .41 |
| Federal Excise/Duty | .48 |
| Federal Sales Tax | .21 |
| LDB Markup | 2.41 |
| Provincial Sales Tax | .32 |
| **Total Cost to Consumer** | **4.95** |

Domestic Spirits
710 ml bottle



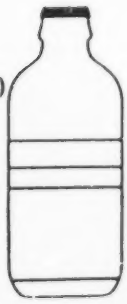
| | |
|---|---|
| Prime Cost from Supplier | 2.45 |
| Federal Excise/Duty | 2.87 |
| Federal Sales Tax | .69 |
| LDB Markup | 6.93 |
| Provincial Sales Tax | .91 |
| **Total Cost to Consumer** | **13.85** |

Imported Spirits
710 ml bottle



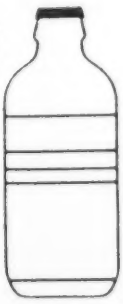
| | |
|---|---|
| Prime Cost from Supplier | 2.65 |
| Domestic Charges | .34 |
| Federal Excise/Duty | 2.93 |
| Federal Sales Tax | .73 |
| LDB Markup | 7.93 |
| Provincial Sales Tax | 1.02 |
| **Total Cost to Consumer** | **15.60** |

Regular Bottled
Domestic Beer
(Case of 12 × 341 ml)



| | |
|---|---|
| Prime Cost from Supplier | 4.11 |
| Federal Excise/Duty | .75 |
| Federal Sales Tax | .63 |
| LDB Markup | 2.74 |
| Provincial Sales Tax | .57 |
| **Total Cost to Consumer** | **8.80** |

Bottled Imported Beer
(Case of 6 × 355 ml)



| | |
|---|---|
| Prime Cost from Supplier | 1.98 |
| Domestic Charges | .80 |
| Federal Excise/Duty | .52 |
| Federal Sales Tax | .32 |
| LDB Markup | 2.97 |
| Provincial Sales Tax | .46 |
| **Total Cost to Consumer** | **7.05** |

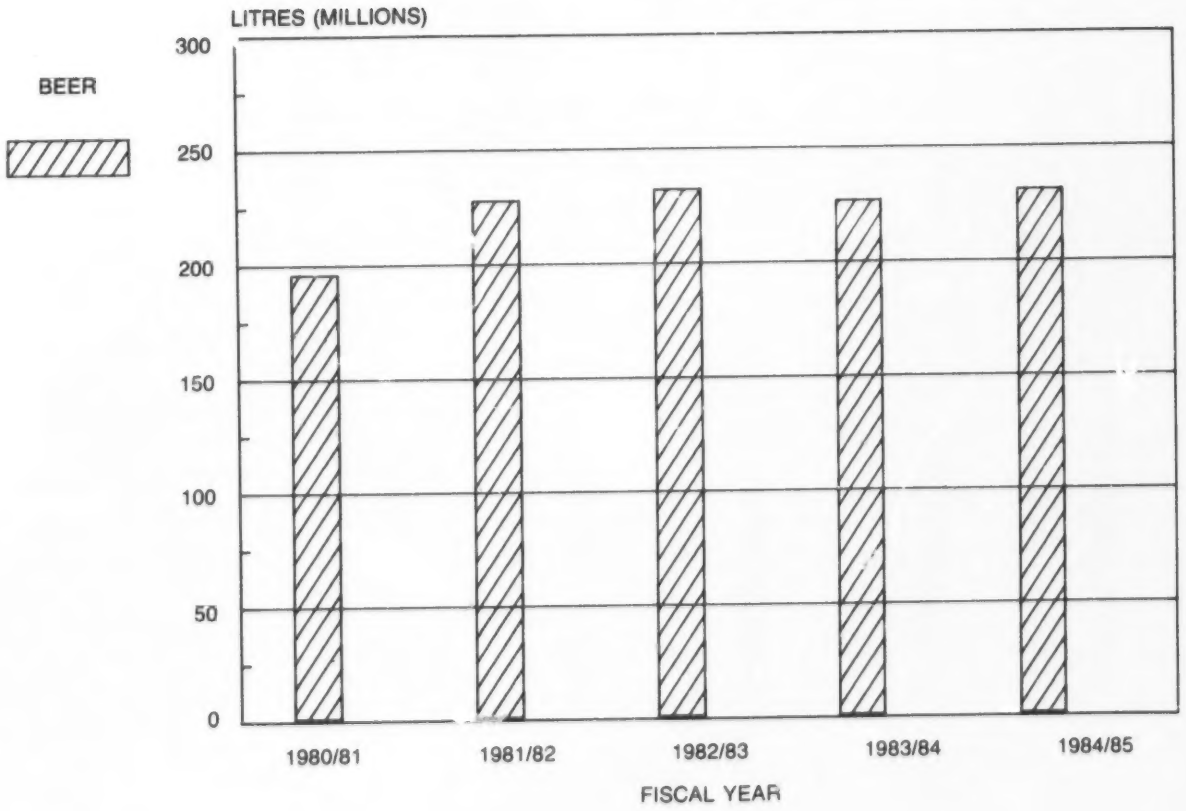
## LITRE SALES HISTORY

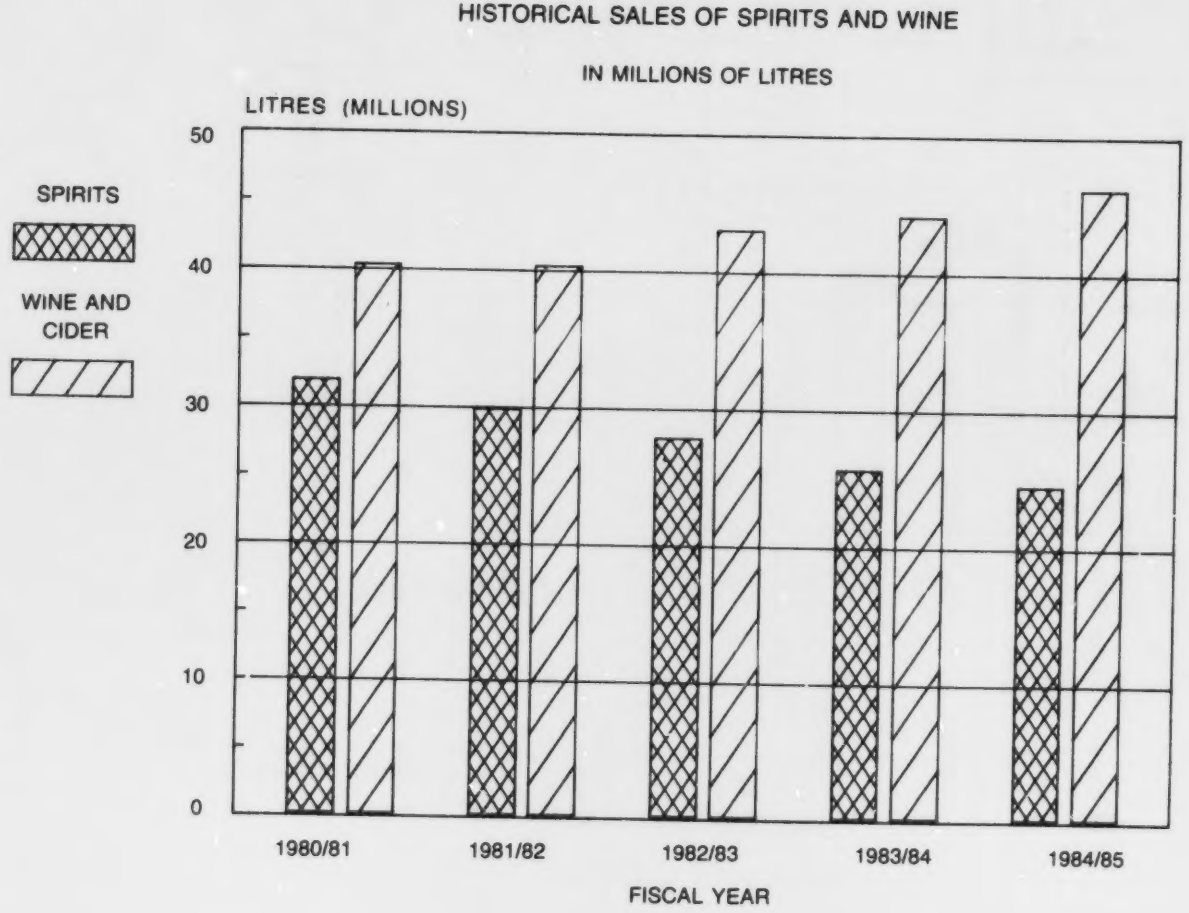
(thousands of litres)

| | 1980/81 | % CHG. | 1981/82 | % CHG. | 1982/83 | % CHG. | 1983/84 | % CHG. | 1984/85 |
|---|---|---|---|---|---|---|---|---|---|
| SPIRITS | | | | | | | | | |
| Domestic | 25,105 | -6.70 | 23,422 | -7.02 | 21,779 | -9.01 | 19,817 | -6.11 | 18,607 |
| % Total | 9.35 | | 7.87 | | 7.19 | | 6.67 | | |
| Imported | 6,830 | -4.79 | 6,503 | -5.53 | 6,143 | -4.29 | 5,880 | 0.76 | 5,924 |
| % Total | 2.54 | | 2.18 | | 2.03 | | 1.98 | | |
| Total | 31,934 | -6.29 | 29,925 | -6.69 | 27,922 | -7.97 | 25,697 | -4.53 | 24,532 |
| % Total | 11.89 | | 10.05 | | 9.22 | | 8.65 | | 8.12 |
| WINES | | | | | | | | | |
| Domestic | 24,856 | -3.50 | 23,896 | 5.11 | 25,213 | -2.24 | 24,649 | -3.24 | 23,850 |
| % Total | 9.26 | | 8.06 | | 8.32 | | 8.30 | | 7.90 |
| Imported | 12,509 | 12.04 | 14,015 | -0.48 | 13,947 | 0.67 | 14,041 | 11.11 | 15,601 |
| % Total | 4.66 | | 4.71 | | 4.60 | | 4.73 | | 5.16 |
| Total | 37,365 | 1.70 | 38,002 | 3.05 | 39,161 | -1.20 | 38,690 | 1.97 | 39,451 |
| % Total | 13.91 | | 12.76 | | 12.92 | | 13.03 | | 13.06 |
| BEER | | | | | | | | | |
| Domestic | 182,853 | 21.45 | 222,080 | 1.42 | 225,235 | -3.93 | 216,389 | 2.34 | 221,458 |
| % Total | 68.09 | | 74.59 | | 74.34 | | 72.86 | | 73.32 |
| Imported | 13,382 | -59.81 | 5,378 | 26.59 | 6,807 | 57.56 | 10,726 | -8.58 | 9,806 |
| % Total | 4.98 | | 1.81 | | 2.25 | | 3.61 | | 3.25 |
| Total | 196,235 | 15.91 | 227,458 | 2.02 | 232,043 | -2.12 | 227,115 | 1.83 | 231,264 |
| % Total | 73.08 | | 76.39 | | 76.59 | | 76.47 | | 76.56 |
| CIDER | 2,997 | -21.04 | 2,366 | 63.17 | 3,861 | 42.00 | 5,482 | 24.17 | 6,807 |
| % Total | 1.12 | | 0.79 | | 1.27 | | 1.85 | | 2.25 |
| TOTAL CONSUMPTION | 268,530 | 10.88 | 297,751 | 1.76 | 302,986 | -1.98 | 296,984 | 1.71 | 302,054 |
| % Total | 100.00 | | 100.00 | | 100.00 | | 100.00 | | 100.00 |

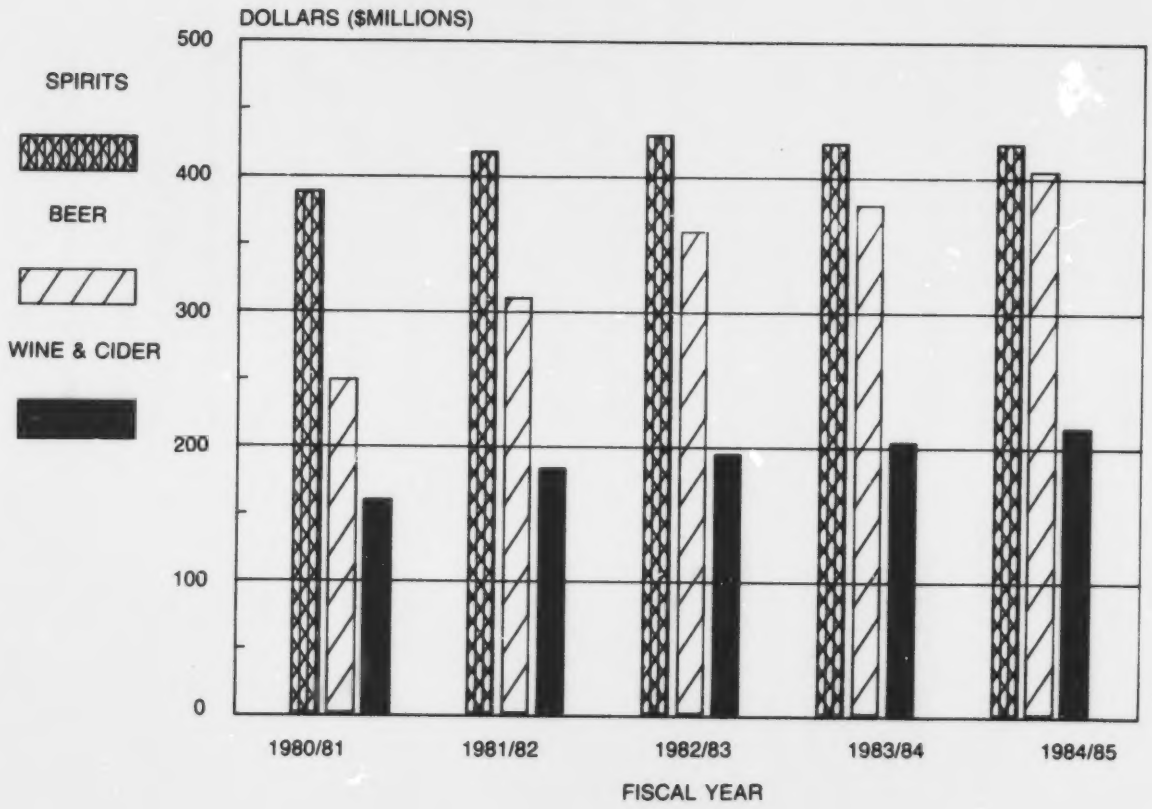
HISTORICAL BEER SALES

IN MILLIONS OF LITRES




HISTORICAL SALES OF SPIRITS AND WINE
IN MILLIONS OF LITRES
LITRES (MILLIONS)
SPIRITS
WINE AND CIDER
50
40
30
20
10
0
1980/81
1981/82
1982/83
1983/84
1984/85
FISCAL YEAR

DOLLAR SALES ($MILLIONS)



## ORGANIZATION CHART

As at March 31, 1985

| | |
|---|---|
| MINISTRY OF CONSUMER AND CORPORATE AFFAIRS | Minister — The Honourable J. J. Hewitt |
| | Deputy Minister — M. A. Bodkin |
| B.C. LIQUOR DISTRIBUTION BRANCH | General Manager — R. A. Wallace |
| | Director of Finance — L. N. Dyer |
| | Director Store Operations — C. E. Ruddick |
| | Director of Purchasing — K. D. Brownlow |
| | Director of Distribution — D. B. Wilkinson |
| | Director, Systems and Data Processing — M. E. Smith |
| | Security Manager — J. R. Bowcott |
| | Chief Auditor — D. W. Chung |
| | Manager, Employee Relations — K. L. Leigh |
| | Manager, Recruitment and Staff Development — P. A. Vest |
| | Manager, Communications — P. W. Choate |
| | Manager, Corporate Planning and Research — G. W. Hall |
| | Executive Secretary — L A. Burfoot |

## COMPARATIVE CLASSIFICATION OF SALES

For the Year Ended March 31, 1985

| | 1985<br>$ | 1984<br>$ |
|---|---|---|
| **SPIRITS** | | |
| Canadian | 306,864,976 | 309,962,259 |
| Imported | 118,631,198 | 116,283,991 |
| | 425,496,174 | 426,246,250 |
| **WINES** | | |
| British Columbia | 94,663,377 | 96,127,934 |
| Other Canadian | 508,385 | 444,256 |
| | 95,171,762 | 96,572,190 |
| Imported | 103,349,336 | 95,314,230 |
| | 198,521,098 | 191,886,420 |
| **MALT LIQUOR (BEER)** | | |
| Canadian | 381,417,130 | 354,902,123 |
| Imported | 22,871,237 | 24,307,760 |
| | 404,288,367 | 379,209,883 |
| **CIDER** | | |
| Canadian | 15,813,080 | 12,177,684 |
| Imported | 128,609 | 159,789 |
| | 15,941,689 | 12,337,473 |
| TOTAL LIQUOR SALES | 1,044,247,328 | 1,009,680,026 |
| Non-Alcoholic Sales | 752,537 | 810,932 |
| TOTAL SALES | 1,044,999,865 | 1,010,490,958 |
| Less Direct Deliveries to Licensees (Malt Liquor) | 157,815,953 | 152,979,465 |
| TOTAL LIQUOR DISTRIBUTION BRANCH SALES | 887,183,912 | 857,511,493 |

## GENERAL MANAGER'S DEPARTMENT

### AUDIT

*Internal Audit*

The 1984/85 fiscal year has been another productive and successful one for the Audit Division. This can partly be attributed to the quality of people we have been able to recruit and retain. The number of assignments completed by the Operational and Store audit staff increased significantly compared to previous years and the level of service provided to operating departments will be improved further once the newly established E.D.P. Audit Section is adequately staffed.

During the year, "Standards for Internal Auditing in the Government of British Columbia" by the Internal Audit Division, Office of The Comptroller General, were issued. This document formally established policy governing Internal Audit throughout the government. In addition to audit plans normally prepared, an Audit Master Plan is required which is a listing of the total audit universe in terms of manageable audit assignments that have been identified for internal audit coverage. The establishment of E.D.P. audit capability is also required. We have already met both these requirements.

We believe that continuing Senior Management support of the Audit Division will remain the most crucial element of an effective and efficient internal audit programme at the Branch. We are fortunate to have this support and it has not infringed upon our required independence.

In the coming year we expect that our effort will concentrate more on meeting the challenges of technological changes and asessing their impact on our current audit program. Our E.D.P. audit function is expected to develop more fully over the next two years.

*Operational Audit*

The Operational Audit Section is responsible for performing operational, comprehensive and financial audits of all Branch functions as well as examining related external entities such as breweries, beer and wine stores and duty free outlets. These audits are concerned with determining the adequacy and effectiveness of computer and manual systems in addition to assessing compliance with policy, legislation or agreements.

The Operational Audit Section was able to increase the number of audit assignments by more than 60% compared to the previous year. Significant achievements this year include the generation of approximately $575,000 in additional government revenue from audits of external entities. The equivalent sales value of the collections exceeds $1.7 million. A number of audits were done for the first time this year which included two cottage breweries, two Brew Pubs, six import agents and a consignment agency wine store.

Two special assignments were concluded during the year. One related to examining the marketing practices of a distillery and the other was concerned with providing assistance in the Security Department's investigation of theft at the Vancouver Distribution Centre. Internal audits included such areas as Branch overtime expenses, bottleshop operations, government revenue transfers and bank reconciliations, accounts receivable, cash receipts and disbursement controls.

The audit programmes and working papers for our audit of Revenue Transfers and Bank Reconciliations were reviewed by the Internal Audit Division, Office of the Comptroller General as part of their government wide review of bank accounts. Their audit report concludes that L.D.B. internal audit coverage was fully satisfactory to meet their objectives with respect to reconciliation and control of bank accounts.

*Store Audit*

Audits of government liquor stores are undertaken to ensure that operations are being run in accordance with specified Branch policies and procedures, that proper financial and management controls are in place to protect Branch assets and provide operational efficiencies, and that proper stewardship and accountability is maintained. During the year, the Store Audit Section completed over 200 of these

audits. A formal report on each audit was issued to the senior management of the Store Operations Department. Store audit reports identified areas of non-compliance with Branch operating policies and procedures. Corrective action taken as a result of our audit reports has involved follow up and correction of internal control weaknesses relating to the store system as well as individual stores, the changing of operating policy and procedures manuals and disciplinary action in certain cases. Changes are also underway that will be introduced with new computer systems enhancememts. In the interim, compensating controls have been stressed.

Technical assistance provided to the Security department together with special investigative audits dealing with security and internal matters culminated in the successful criminal prosecution of several ex-employees of the Branch and the return of misappropriated sales proceeds.

Additionally, audits of agency stores were also performed to determine whether or not these outlets were being operated in accordance with their Agency Agreement with the Branch and the Liquor Distribution Act.

*E.D.P. Audit*

The E.D.P. Audit Section is a new function established in mid 1984 with the appointment of an Acting E.D.P. Audit Manager. Although it is staffed by one person due to the restraint policy, it is anticipated that an additional full time auditor's position will be established during the 1985/86 fiscal year. The Branch recognizes the importance of the E.D.P. audit role in today's computerized business environment.

This audit section is responsible for examining all Branch E.D.P. systems and providing technical assistance to the Store and Operational Audit staff. The audits completed in this fiscal year have been diversified covering such areas as audits of B.C. Systems Corporation billings, quality and security review of production systems, a post implementation review of a recently installed bi-weekly payroll project and an examination of input controls for several computer systems. All of these audits have resulted in practical recommendations for improved controls.

The E.D.P. audit function is expected to develop more fully over the next few years to meet the growth and challenge of expanding computer operations.

## CORPORATE PLANNING AND RESEARCH

In fiscal year 1984/85, the Corporate Planning and Research Division continued to provide Branch management with research, analytical and planning support. These activities included: preparation of the annual business plan and revenue forecast; completion of 30 agency and liquor store market analyses; distribution of monthly management sales reports; distribution of the Quarterly Market Review to 400 internal and external interest groups; and various other sales and financial analyses. In addition, the Division completed or contributed to the following major projects: Distribution Facilities Plan (determination of the Branch's requirements for distribution capacity over the next 10 years); Data Architecture Project (determination of the Branch's present and future data requirements in support of the corporate systems plan); Annual Report to the Treasury Board (a five year review of the Branch's financial and operating performance); Liquor Policy Report.

## COMMUNICATIONS

The major focus of the Communications Division continues to be the provision of accurate and timely information to the various publics served by the Liquor Distribution Branch. These include customers, the beverage alcohol industry, media, government as well as special interest groups.

The Division is also responsible for monitoring

news and other information in the public realm to keep Branch executives aware of issues and trends that impact upon the policies or operations of the Branch.

T.V. Week Canada Ltd. continued to publish the Product Catalogue under the banner, *Cheers*. Toward the end of the fiscal year, however, T.V. Week Canada Ltd. advised that they were unable to attract sufficient advertising revenue to return a profit to them. As a result, the contract to produce *Cheers* is not being carried into the next fiscal year.

As the product catalogue has been well received and meets a definite customer need, the Branch will continue its publication. During the 1985/86 fiscal year, consideration will be given to seeking another external contract or providing the service in-house.

News releases dealt with the results of the semi-annual listing committee as well as the special store at the Vancouver Wine Festival.

Communication to employees remains a priority as seen in the internal publications, the Grapevine and the Weekly News. Some re-vamping of these publications is planned for the next fiscal year. A better balnace between employee news and Branch business activity will be sought.

## SECURITY

The Security Department has, since its inception approximately one decade ago, served as an integral facet of the Liquor Distribution Branch. The Department's prime objective is to provide a constant level of protection for Branch personnel, assets and properties at all times.

During the fiscal year the number of criminal attacks directed at the Branch has resulted in a moderate increase of 21.2% over 1983/84, or 1296 occurrences, which represents a rate of increase 2% greater than the previous fiscal year. Crimes of violence such as armed robbery decreased significantly from 8 in 1983/84 to 3 in 1984/85. This sizeable reduction can be largely attributed to a concerted effort by the police and Branch employees who are well trained in all matters relating to security. Incidents of breaking and entering and theft increased, however, to an unusual high of 231 incidents, a 63.2% increase over the previous year which saw 146 such incidents. The majority of these are the "smash and grab" type. We are optimistic that this situation will be reduced substantially with the introduction of a highly automated central station alarm system for 125 liquor stores. This will substantially improve the police response time due to faster notification of an incident in progress. It is anticipated this will also result in increased arrests.

Seven Distribution Department employees criminally conspired to defeat the internal controls and security procedures of the Branch to steal liquor products from the Broadway Distribution Centre in Vancouver. The Security Department in conjunction with the Vancouver Police and Surrey R.C.M.P. was vigorously involved in this investigation which resulted in the arrest of the seven in the Fall of 1984. None remain in the employ of the Liquor Distribution Branch.

Training of employees continues as a major priority of the Security Department. Employee protection is the paramount concern. Therefore, to assist Branch employees a training film has been developed on robbery prevention. The film, the first of its kind in Canadian Liquor Boards, includes Branch employees and was filmed in a Victoria liquor store. Further training of store employees has been developed in the area of robbery prevention. Early results indicate that the security training programme is being well received by staff.

The Branch has introduced a programme to substantially maximize cash security by introducing to the store system dual custody safes. The objective is to provide all stores which are serviced by armoured car firms with these safes which seriously curtails cash losses that can be attributed to armed robberies. During the fiscal year 1984/85, twelve additional dual custody safes were purchased and installed in high volume stores.

## CRIMINAL STATISTICS

| | 1979/80 | 1980/81 | 1981/82 | 1982/83 | 1983/84 | 1984/85 | % CHANGE FROM 1983/84 |
|---|---|---|---|---|---|---|---|
| ROBBERY ARMED | 3 | 3 | 4 | 9 | 8 | 3 | -166.7 |
| B. E. & THEFT | 48 | 66 | 113 | 122 | 146 | 231 | +63.2 |
| SAFE ATACKS | 2 | 1 | 1 | 3 | 7 | - | - |
| ATTEMPTED BREAK-INS | 46 | 32 | 42 | 42 | 60 | 54 | -11.1 |
| ATTEMPTED SAFE ATTACKS | - | - | - | - | 5 | 1 | - |
| SHOPLIFTING (PROSECUTIONS) | 73 | 120 | 198 | 383 | 291 | 306 | +5.0 |
| SHOPLIFTING (ATTEMPTS) | 77 | 104 | 169 | 260 | 464 | 632 | +36.0 |
| PHYSICAL ASSAULT ON STAFF BY MEMBERS OF THE PUBLIC | 5 | 29 | 25 | 19 | 24 | 11 | -118.2 |
| WILFUL/MALICIOUS DAMAGE | 69 | 66 | 62 | 58 | 64 | 58 | -9.4 |
| TOTAL | 323 | 421 | 614 | 896 | 1069 | 1296 | +53.5 |
| Percentage Change over previous years | | 30.3 | 40.8 | 45.9 | 19.3 | 21.2 | 53.5 |

## STORE OPERATIONS

Customer service is the focal point of Store Operations activities. During 1984/85 stores sold more than 105 million items of liquor to 48 million customers. Revenue generation and cost containment are important considerations in providing customer service. Achievement is accomplished in such a way as to ensure fairness and equity to suppliers and to identify the Branch as a progressive, responsive and responsible retailer as seen in the following summaries of major activities in this fiscal year.

*Customer Service*

(1) A modest programme of retail store improvement, consistent with the provincial restraint programme in effect during the year, included the replacement of aging facilities in the communities of Grand Forks and Sparwood. As well, a new store, developed in a Chilliwack shopping mall, replaced the retail facility in Vedder Crossing. In order to better serve the northern community of Bella Bella, the liquor store was closed at Ocean Falls and a new store was established in Bella Bella.

Additional new display fixtures were installed in several stores to accommodate additional product selection and to improve product presentation.

(2) The Branch participated and supported the activities of the Okanagan Wine Festival in the fall of 1984 and in the Vancouver Wine Festival in March 1985. These temporary retail operations were most popular with the public and provided a direct retailing opportunity for suppliers. Considerable customer interest was evident during the year in new products and packages which were introduced to the marketplace. Wine coolers, beer, attractively packaged in new private mold bottles, and the availability of import wines in 1.5 litre bottles were particularly popular.

(3) The ability of the Branch to deliver improved levels of customer service was enhanced by continued training of a large number of employees in the Basic Product Knowledge course and by the provision of more intensive product knowledge training through the new Advanced Product Knowledge training programme.

(4) The Branch continued to adjust hours of operation of liquor stores throughout the province to match common hours of service provided by other retailers in the community.

*Merchandising*

The most exciting change in departmental operations during the fiscal year was the development of a formal merchandising programme. Midway through the year, for the first time, a Merchandising Manager was appointed. During the year the start-up of the expanded merchandising programme focused around the following four areas:

(1) Staff from all liquor stores were trained, for the first time, in the basic requirements of modern product presentation techniques.

(2) Suppliers, again for the first time, were invited to extend their advertising and marketing activities into Branch stores by supplying advertising and point of sale material for use and display within the liquor stores. This programme received extremely enthusiastic support from suppliers to the Branch, was welcomed by our customers who found the shopping environment to be more interesting and stimulating, and contributed to a more efficient and profitable retail operation.

(3) Developed and announced to all suppliers, an integrated Branch marketing programme for 1985/86 designated as the I.M.A.G.E. Programme.

(4) Concentrated upon improved in-store signage to enhance customer convenience.

*Agency Store Programme*

(1) In addition to providing customer service through Branch-operated liquor stores, the department administers an expanding and increasingly diverse agency store programme.

(2) During the year, 12 new rural agency store appointments were made by the Minister, bringing the number of rural agency liquor stores to 94.

(3) Entirely new agency wine stores were opened in downtown Victoria and Vancouver by the Okanagan Valley Estate Wineries

Association. Two additional stores of this nature were approved for opening early in the next fiscal year.

(4) One additional commercial winery store was established during the year and two of the existing commercial winery agency stores were converted to a new form of consignment agency store agreement, which permits the winery to expand its sales activities to a wider range of customers, including licensees.

(5) Another first was the establishment of cottage brewery stores, in conjunction with Granville Island Brewing Company in Vancouver, and Island Pacific Brewing Company in Victoria.

(6) Agency service continued through the Pacific Western Brewing Company store in Prince George and Park & Tilford in North Vancouver.

*Resource Management*

The department placed a heavy emphasis upon productivity and resource management throughout the year. Several activities and programmes which focused upon these areas were:

(1) Monthly operational reviews of operating performance compared to budget. At year-end, expenses had been contained to 2.2% below those budgeted for the year.

(2) Development of a new store productivity system was completed during the year and at year-end, staff in all but the smallest stores were fully trained in the new system which was implemented commencing fiscal year April 1, 1985.

(3) Staff level adjustments were implemented in January, 1985, resulting in the layoff of 160 employees during the low volume sales period. Many of those employees were recalled on an as-required basis by fiscal year-end.

(4) Inventory turnover in liquor stores averaged 23 times per year. The turnover rate varies from a low of 6 times per year in very small stores, to a very efficient high of 42 times per year in high volume outlets.

(5) Utilizing the full capabilities of the electronic cash register system, cyclical stock counting was implemented in 129 stores throughout the province. Significant month-end inventory count cost reductions were realized.

(6) Agency store programme contracts were modified to curtail freight costs incurred in shipments of liquor to rural agency liquor stores. As well, a new form of consignment agency agreement was introduced with commercial wineries which provided improved accountability to the Branch of the sales activities of those stores, as well as a modest commission payable to the Branch on sales made through those stores.

## DISTRIBUTION

The Distribution Department has made significant contributions towards the Branch's objectives to provide satisfactory service levels; to optimize Branch profits; fair and equal access to the market, and, to provide a responsible image to our consumers and to our staff.

During the fiscal year 1984-85, 6.68 million cases of spirits, wines, ciders and import beer were distributed from the Vancouver Distribution Centre. From the Kamloops Distribution centre, 1.53 million cases were issued for a Provincial total of 8.21 million, which is a small decrease of 0.5% from the previous year of 8.27 million.

The Distribution Department has achieved a very high service level to the consumer by providing a highly effective telephone ordering system direct from all retail stores to our two Distribution Centres. Combined with more frequent delivery service, immediate substitution for unvailable stock and a 99% completeness of orders, the Liquor Distribution Branch has in place one of the most effective Distribution systems in the industry.

Also, this system along with the other operational efficiencies has resulted in only a very small Departmental operating expenditure increase (1.5%) from the previous fiscal year. Contributing to these improved efficiencies were higher productivity rates in our Distribution centre as well as in our truck fleet delivery system in the Vancouver district. Additionally, a review of the Industrial Engineering function indicated that it was not required on a continuous basis. It was subsequently disbanded with all staff re-assigned to other functions where their expertise could be better utilized.

The Department operates a financially and operationally efficient bottling operation of 8 spirit products. These are sold in various sizes under the B.C.L. label.

Because the Branch is the prime distributor of beverage spirits in the Province, it receives economy of scale benefits associated with a large operation, at the same time it must provide fair access to the marketplace. The Distribution Department is sensitive to these facts and strives to maintain a responsible image by participating with industry including suppliers, warehousers, transportation companies and related associations. Additionally, we take a sincere interest in providing a safe working environment and in attaining a high level of staff morale through improved communications and resource training programmes.

As a result of a change in the collective agreement, some employees previously employed on an auxiliary basis were converted to regular status. This resulted in lay off of regular employees in January 1985 for the first time. However, the reduction in man-hour utilization was similar to that of previous years when reduced volume demands on the last quarter of the fiscal year required less manpower.

## FINANCE

The financial affairs of the Branch are managed by this department, which ensures effective control of assets, revenues and expenditures and provides accurate, timely and appropriate financial information.

As part of the ongoing programme of enhancement of its operations, the Finance Department accomplished a number of tasks during fiscal 1984/85.

Metrification of product data was completed and an enhancement was initiated to redesign the edit-update programme of the Branch product master file. A computerized Customs Clearance System was implemented to clear imported liquor products from various ports of entry to designated agent warehouses and permit subsequent "in-bond" transfer to the Branch Distribution Centre as well as other transfers both "in-bond" and "duty paid".

The concept of consignment agency stores was introduced, whereby private operators report sales data directly into the Branch's Financial Information and Control System. A feasibility study was completed for the Provincial Liquor Sales System which will consolidate sales information from the diverse authorized selling agencies of the Branch throughout the province.

In the payroll area, Electronic Funds Transfer was implemented, allowing for direct crediting of bi-weekly pay to employees' accounts in financial institutions.

During the year an agreement was concluded with B.C. beer and cider suppliers specifying a mutually agreeable allocation of responsibility for proportionate shares of empty container returns.

Systems alterations were also required in response to changes in Branch policy with respect to product pricing. The most significant task was in reaction to an adjustment to the landed price to which percentage markups are applied which is to be effective 1 April 1985.

During the fiscal year, DYNAPLAN, an electronic spreadsheet package, was used by departments in the Branch for the preparation of operating budgets. As well, the "Post Appraisal" programme for capital projects commenced during the year. In this exercise, major capital expenditures requiring economic justification are subject to a detailed financial performance review following project implementation, comparing actual to anticipated results.

The department anticipates extensive involvement in the Licensed Retail Store programme in the year to come. Free-standing winery stores will also require attention in this area.

Planning to ensure financial procedures are in place for EXPO 86 is underway. Activation of the integrated liquor sales data base is expected to take place, as well as production of a Costing and Pricing Manual. A method of direct servicing of remote rural agency stores will be devised.

## PERSONNEL

*Labour Relations*

The general Labour Relations climate within the Branch remained stable throughout fiscal 1984/85 and the general direction of the Labour Relations policy remained substantially unchanged throughout the year.

Continued emphasis was placed by Personnel staff charged with Labour Relations on the provision of day-to-day Labour Relations advice in service to line managers in all departments.

While there were no formal arbitrations during this period, there were a number of issues which did result in three expedited arbitration hearings. The majority of disputes raised through the grievance procedure were resolved by mutual agreement between the B.C.G.E.U. and the representatives of the Branch.

While there were no formal contract negotiations during this year, several matters which had arisen from the 1983 negotiations were clarified. These included the development of a procedure and formal mechanism for the conversion of auxiliaries to regular status and this was clarified by an arbitration affecting not only the Branch but all Ministries of Government. In addition, the 1983 Master Agreement provided for a formal lay-off and recall policy for regular employees. This was utilized for the first time by the Branch in 1985 in both Store Operations and Distribution Departments to improve productivity and reduce employment costs in what are traditionally low volume periods.

*Occupational Health*

Fiscal year 1984/85 saw a continuation of activities designed to reduce absenteeism, increase safety in the workplace and manage health problems of employees as they affect their ability to attend and perform their duties.

Absenteeism was managed by an organized programme of bringing the record and the Branch's concern to the attention of specific employees, whose absence record was well in excess of the norm. This effort, which is proving quite successful, has been aided by computer access to payroll time/attendance data.

1985/86 will see this programme enhanced with the introduction of computerized leave management data available on-line.

There were 37 worksite inspections conducted by the Workers' Compensation Board. No violations were found in 20 inspections. One objection was filed and sustained. One order remained outstanding at the end of the year and compliance was achieved on all others.

Through the use of rehabilitative employment, retraining and placements through the Screening Committee (a joint union management committee for placement of disabled employees), the Branch has continued to maintain a controlled level of time loss per Workers' Compensation Board claims. In 1984/85, the average was 22 days, which compares favourably with other government and retail operations, whose figures range between 27-38 days per claim.

The Branch is party to 27 appeals before the Boards of Review under the Workers' Compensation Act, in regard to eligibility for compensation benefits. Hearings are outstanding in 13 cases. The Branch's position has been upheld in eight cases. Two cases were withdrawn before hearing, and six cases were decided in favour of the claimant.

*Training*

For the fiscal year, the Staff Development and Training Department had three objectives.

1. To provide training to branch staff

   The needs were identified by each department developing a training plan for the fiscal year. These plans were reviewed by the Training Department and General Manager to ensure that the best training delivery methods were used.

   Three major needs were identified; Customer Relations; Armed Robbery; and Introduction to Computer Concepts.

   For the Customer Relations and Armed Robbery Prevention programmes, a course was developed for each programme, training aids (videos) were developed and fourteen facilitators were trained to present the programmes to 80% of store staff in the 1985/86 fiscal year.

   With respect to computer concepts, we contracted B.C.S.C. to present an introductory computer course. The course

introduced forty-five (45) administrative and clerical staff to the basic concepts they need in order to understand the potential for micro-computers in their job. To help them become more familiar with computers they were provided with hands on experience.

2. To improve the level of service provided by our staff.

   To maintain or improve the level of service to our customers, approximately 1200 employees received training through internal and external courses.

   Sixty-four (64) supervisors attended courses in supervisory to mid-management topics having a major emphasis in the area of strategic planning and supervisory skills. Fifteen (15) Distribution supervisors were offered a custom-designed course in the area of Performance Planning and Review. The course was designed to help them set more specific expectations for their staff and bring consistency to appraising their employees.

   One hundred and forty (140) staff attended Public Service Comission courses at the executive, administrative and clerical levels as well as courses and seminars designed specially to enhance performance on the job. The job-specific courses included: — distribution operating procedures for thirty-two (32) new staff and forty-nine (49) equipment operators. — Financial and information Control System (FICS) information for twenty (20) store staff responsible for designated inputting, monitoring and correcting data, Point of Sale (P.O.S.) training for two hundred and ninety-two (292) store staff responsible for programming and monitoring the electronic cash systems. — Product Knowledge training for three hundred and eighty (380) store staff responsible for customer service. — New employee orientation, safety, first aid and security training were provided to individuals to improve the level of knowledge and meet department needs.

   In areas where instruction was necessary but the topics were outside the scope of Branch training, two hundred (200) individuals participated in appropriate courses given by outside agencies.

3. To encourage employees to consider personal and individual self-development.

   The Department provided information through the Branch's publications, "Weekly News" and "Grapevine", and memo's to staff outlining job related programmes/courses available at various local colleges, and the tuition subsidy procedure available to employees for taking job-related courses. One hundred and thirteen (113) staff made use of the tuition subsidy program. The Branch, also, offered the course "Taking Charge of Your Career" to women employees in the administrative and clerical job classifications.

*Recruitment & Selection*

Activity in the area of recruitment increased during 1984-85.

| | |
|---|---|
| Number of positions posted: | 206 |
| Number of positions filled: | 189 |
| Auxiliaries/Stat Terms Hired | |
| Administration | 26 |
| Stores: | 762 |
| Distribution: | 31 |
| Number of Resignations: | 305 |
| Number of Retirements: | 69 |

Department Goals

1. To review all candidates relative to the requirements of the position and ensure the best qualified applicants are placed in vacant positions.

   This goal is met through the competition process which follows the established "Merit Principle" as set out in the Public Service Act.

2. To complete the recruitment process speedily and efficiently and within 16 weeks of the competition closing date. For the year 1984/85, the average completion time was 12 weeks or less. There are no panels held in December due to the increased demands in the stores.

   Total number of L.D.B. staff to March 31/85:

   | | |
   |---|---|
   | — Regular: | 1852 |
   | — Auxiliary: | 1215 |

## PURCHASING

In 1984/85, the Purchasing Department improved its operating and consumer service responsibilities, remained within restraint guidelines, and placed greater emphasis on efficiency improvement and cost control.

Two sessions of the Listing Committee were held, in the spring and autumn, to review the Branch portfolio and select new products tendered for listing. From a total of 1,201 product offerings, 66 new products were listed and 38 products which fell below their required sales quotas were delisted. 18 Invitations for Quotations were distributed to the industry resulting in 153 new specialty products being added to the portfolio.

The pilot test of the duty free shop programme at Douglas was viewed as a success and as a result the Federal and Provincial governments agreed to solicit tenders for three additional sites which will be opened during the next fiscal year.

Major programmes and festivals were undertaken and successfully completed. These were the 1984 Beaujolais Nouveau release, the Vancouver Wine Festival, and Septoberfest.

Basic and Advanced Product Knowledge courses were offered to Branch employees. These courses are not intended to create experts in the field of beverage alcohols, rather to develop Branch employee's knowledge of beverage alcohols — their production, regions of origin, styles, storage, service and appreciation, to knowledgeably assist customers in their purchases.

*Liquor Commodities*

As of March 31, 1985, the Branch carried a total of 1,890 listings.

Specialty Listings

Specialty products include such items as rare or premium wines and spirits, unique products, or products with unique packaging.

| | |
|---|---|
| Domestic | 60 |
| Imported | 501 |
| TOTAL | 561 |

General Listings

General listings are those products wihich have been made available for distribution to all Branch stores.

| | Domestic | Imported | Total |
|---|---|---|---|
| Spirits and Liqueurs | 310 | 119 | 429 |
| Wines | 390 | 399 | 789 |
| Ciders and Beers | 85 | 26 | 111 |
| TOTAL | 785 | 544 | 1,329 |

For comparative purposes the 1982/83, and 1983/84 and 1984/85 specialty and general listings are included

Specialty Listings

| | 1982/83 | 1983/84 | 1984/85 |
|---|---|---|---|
| Domestic | 38 | 60 | 60 |
| Imported | 455 | 387 | 501 |
| TOTAL | 493 | 447 | 561 |

General Listings

| | 1982/83 | 1983/84 | 1984/85 |
|---|---|---|---|
| Domestic | 751 | 768 | 785 |
| Imported | 577 | 572 | 544 |
| TOTAL | 1,328 | 1,340 | 1,329 |

The general listings are broken down further as follows:

| DOMESTIC | |
|---|---|
| Canadian Whiskey | 90 |
| Blended Scotch (Bottled in Canada) | 4 |
| Canadian Dry Gin | 24 |
| Canadian Vodka | 45 |
| Canadian Rum | 61 |
| Canadian Tequila | 5 |
| Canadian Brandy | 8 |
| Canadian Liqueurs | 65 |
| Miscellaneous Canadian Spirits | 8 |
| Dessert and Aperitifs | 31 |
| White Table Wine | 212 |
| Rose Table Wine | 5 |
| Red Table Wine | 108 |
| Crackling Wine | 1 |
| Sparkling Wine | 33 |
| British Columbia Cider | 15 |
| British Columbia Beer | 72 |
| TOTAL | 787 |

IMPORTED

| | |
|---|---|
| Blended Scotch Whisky | 30 |
| Malt Scotch Whisky | 2 |
| Bourbon and American Whiskey | 3 |
| Irish Whiskey | 4 |
| Dry Gin | 4 |
| Vodka | 9 |
| Rum | 12 |
| Tequila | 3 |
| Brandy | 11 |
| Liqueurs | 39 |
| Miscellaneous Spirits | 2 |
| Dessert and Aperitifs | 37 |
| White Table Wine | 193 |
| Rose Table Wine | 7 |
| Red Table Wine | 129 |
| Crackling Wine | 2 |
| Sparkling Wine | 29 |
| Champagne | 10 |
| Sake | 2 |
| Cider | 1 |
| Beer | 25 |
| TOTAL | 544 |

In 1984/85 the Operations/Inventory Control Division continued to concentrate on maintaining high levels of reliable product availability. To this end more products were approved for direct delivery to the Kamloops Distribution Centre, the initial phase of a computerized product order/receipt system was introduced, and increased emphasis was placed on stock levels and the monitoring/expediting of purchase orders to ensure the timely receipt of product into the two distribution centres. As a result, the Vancouver Distribution Centre carried an average of 2 weeks inventory at any given time with an average product availability of 98%. The Kamloops Distribution Centre carried an average of 3 weeks inventory at any given time with an average product availability of 98%. During the 1984 Christmas season the average product availability was 97% and reached a high of 99% on Christmas Eve day.

The Operations/Inventory Control Division also concentrated on further developing its strong relationship with industry. This was accomplished by ensuring prompt, accurate processing of agent order requisitions, providing timely, meaningful reports and encouraging ongoing two-way communications with industry representatives.

*Non-Liquor Commodities*

The Non-Liquor Commodities Division was actively involved, and provided some developmental assistance, to British Columbia manufacturers and suppliers. Areas of major involvement were:

- Wire Merchandising Products
- Millwork Products
- Paper Bags
- Glass Bottles
- Armoured Car Services
- Pallets and Pallet Repairs

In addition to the above, large security data acquisition and communication systems projects were awarded to a British Columbia based firm in which approximately 55% of the total value of the contract was entirely B.C. content.

During the past fiscal year the Non-Liquor Commodities Division has taken steps to further improve its relationship with industry. This improvement was made by providing better communication to vendors on the overall tendering procedures of the Branch and by supplying the general results of the Request for Tenders.

## SYSTEMS AND DATA PROCESSING DEPARTMENT

Systems and Data Processing are responsible for recommending the technological direction that should be taken in order to meet the requirements of the Liquor Distribution Branch and this is being done under the general heading of the Architecture Project. This project identified all of the work activities as part of the Business Model, interpreted the information systems required to provide the information necessary to effectively operate the Liquor Distribution Branch, identified the mechanisms necessary to deliver this informaiton, and will ultimately install the technology necessary to meet the information requirements of the Liquor Distribution Branch.

Systems and Data Processing also includes office automation. Where the original emphasis focused on specific mechanical tasks such as typing it now encompasses the movement of information and elements of decision support on microprocessors.

The implementation of the Spectrum methodology for maintaining and enhancing existing systems and developing new systems provides an effective mechanism for allocating data processing resources to those areas most beneifical to the Liquor Distribution Branch. The committees that monitor and control these resources are drawn from the user environment.

Some of the major areas that have invovled the use of Systems and Data Processing resources during the last year are as follows:

- automating the purchase order creation,
- setting up a prototype to communicate between the cash register in the store and head office,
- updating and modifying the stock master file so that all information is consistent with current practice,
- enhancing the edit capabilities on the store-to-data collection system,
- enhancing the payroll system to meet the current needs,
- implementing a personnel information system,
- upgrade the store efficiency system,
- remove the flow rack search on the Store 100 system,
- replace the old Mohawk system with the new advanced 2100 system

## BALANCE SHEET

As at March 31, 1985

### ASSETS

| | 1985<br>$ | 1984<br>$ |
|---|---|---|
| **CURRENT ASSETS** | | |
| Cash | 11,410,129 | 8,964,188 |
| Accounts receivable | 2,240,349 | 1,134,257 |
| Inventories | 43,103,917 | 37,244,846 |
| | 56,754,395 | 47,343,291 |
| **FIXED ASSETS, at cost (note 3)** | 33,679,731 | 32,715,187 |
| Less accumulated depreciation | 21,718,516 | 18,534,161 |
| | 11,961,215 | 14,181,026 |
| | 68,715,610 | 61,524,317 |

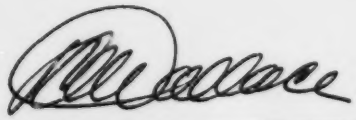
### LIABILITIES

| | | |
|---|---|---|
| **CURRENT LIABILITIES** | | |
| Accounts payable and accrued liabilities | 42,290,249 | 37,228,065 |
| **PROVINCE OF BRITISH COLUMBIA** | | |
| Advance | 26,425,361 | 24,296,252 |
| | 68,715,610 | 61,524,317 |

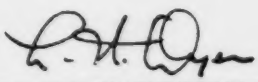
Commitments and Contingencies (note 5)

The accompanying notes and Schedule 1 are an integral part of these financial statements.

Approved by:



R. A. Wallace, General Manager



L. N. Dyer, Director of Finance

## STATEMENT OF INCOME

For the Year Ended March 31, 1985

| | 1985 | 1984 |
|---|---|---|
| | $ | $ |
| Sales (note 4) | 887,183,912 | 857,511,493 |
| Cost of Merchandise Sold | 483,245,840 | 462,617,162 |
| | 403,938,072 | 394,894,331 |
| Provincial Malt Levy (note 4) | 50,950,686 | 50,830,426 |
| | 454,888,758 | 445,724,757 |
| Operating Expenses (Schedule 1) | 103,114,123 | 99,893,324 |
| | 351,774,635 | 345,831,433 |
| Other Income | 1,904,209 | 3,687,440 |
| Net Income | 353,678,844 | 349,518,873 |

## STATEMENT OF CHANGES IN PROVINCE OF BRITISH COLUMBIA ADVANCE

For the Year Ended March 31, 1985

| | 1985 | 1984 |
|---|---|---|
| | $ | $ |
| Balance at beginning of year | 24,296,252 | 21,804,237 |
| Net Income | 353,678,844 | 349,518,873 |
| Cash payments to Provincial Treasury | (351,549,735) | (347,026,858) |
| Balance at end of year | 26,425,361 | 24,296,252 |

Schedule 1

## OPERATING EXPENSES

For the Year Ended March 31, 1985

| | Warehouse | Retail Store | Administration | 1985 Total | 1984 Total |
|---|---|---|---|---|---|
| | $ | $ | $ | $ | $ |
| Salaries and Wages | 4,341,547 | 48,629,322 | 7,473,304 | 60,444,173 | 59,391,448 |
| Superannuation | 325,139 | 3,621,499 | 550,442 | 4,497,080 | 4,218,361 |
| Unemployment Insurance | 117,552 | 1,309,331 | 199,009 | 1,625,892 | 1,412,997 |
| Dental and Extended Health | 76,193 | 848,657 | 128,989 | 1,053,839 | 1,076,801 |
| Canada Pension | 65,395 | 728,394 | 110,711 | 904,500 | 791,515 |
| B.C. Medical | 50,130 | 558,362 | 84,867 | 693,359 | 623,502 |
| Workers' Compensation Board | 42,355 | 471,762 | 71,704 | 585,821 | 520,685 |
| Long Term Disability | 31,295 | 348,576 | 52,981 | 432,852 | 394,875 |
| Group Insurance | 17,991 | 200,392 | 30,459 | 248,842 | 235,056 |
| B.C. Housing & Emp. Dev. Bonds | - | - | - | - | 317,328 |
| Rents | 228,226 | 7,859,169 | 210,484 | 8,297,879 | 7,238,403 |
| Data Processing | - | - | 4,028,521 | 4,028,521 | 3,843,139 |
| Depreciation | 775,877 | 2,302,004 | 497,298 | 3,575,179 | 3,922,960 |
| Freight to Stores | - | 3,564,018 | - | 3,564,018 | 3,657,258 |
| Light, Water and Fuel | 418,111 | 1,605,658 | 2,380 | 2,026,149 | 1,806,854 |
| Agency Commissions | - | 1,741,401 | - | 1,741,401 | 1,411,122 |
| Sundries | 181,698 | 324,918 | 1,187,802 | 1,694,418 | 1,461,887 |
| Repairs and Maintenance | 74,599 | 792,584 | 385,565 | 1,252,748 | 1,356,055 |
| Travelling | 11,556 | 417,672 | 732,686 | 1,161,914 | 916,755 |
| Store Wrapping Supplies | - | 1,041,378 | - | 1,041,378 | 974,158 |
| Telephone and Telegraph | 52,329 | 176,683 | 663,761 | 892,773 | 642,921 |
| Printing, Stationery and Postage | 2,892 | 41,865 | 782,873 | 827,630 | 910,907 |
| Janitorial and Scavenging | 30,270 | 577,281 | 157,456 | 765,007 | 689,557 |
| Armoured Car Service | - | - | 539,399 | 539,399 | 610,898 |
| Property Charges | 355,866 | 87,211 | 6,614 | 449,691 | 421,078 |
| Bank Charges | - | - | 364,765 | 364,765 | 373,066 |
| Warehouse Equipment Costs | 238,647 | - | - | 238,647 | 443,230 |
| Staff Benefits | 1,552 | 11,101 | 104,600 | 117,253 | 126,489 |
| Litter Act — Container Disposal Cost | - | - | 48,995 | 48,995 | 104,019 |
| | 7,439,220 | 77,259,238 | 18,415,665 | 103,114,123 | 99,893,324 |

## STATEMENT OF CHANGES IN FINANCIAL POSITION

For the Year Ended March 31, 1985

| | 1985 $ | 1984 $ |
|---|---|---|
| FUNDS DERIVED FROM: | | |
| Operations | | |
| Net Income | 353,678,844 | 349,518,873 |
| Add charges (credits) not affecting working capital | | |
| Depreciation | 3,575,179 | 3,922,960 |
| Gain on disposal of fixed assets | (153,529) | (1,622,166) |
| | 357,100,494 | 351,819,667 |
| Proceeds on disposal of fixed assets | 164,762 | 1,662,766 |
| | 357,265,256 | 353,482,433 |
| FUNDS APPLIED TO: | | |
| Acquisition of fixed assets | 1,366,601 | 3,262,343 |
| Cash payments to the Provincial treasury | 351,549,735 | 347,026,858 |
| | 352,916,336 | 350,289,201 |
| INCREASE IN WORKING CAPITAL | 4,348,920 | 3,193,232 |
| WORKING CAPITAL AT BEGINNING OF YEAR | 10,115,226 | 6,921,994 |
| WORKING CAPITAL AT END OF YEAR | 14,464,146 | 10,115,226 |
| WORKING CAPITAL | | |
| Current Assets | 56,754,395 | 47,343,291 |
| Current Liabilities | 42,290,249 | 37,228,065 |
| Working Capital at End of Year | 14,464,146 | 10,115,226 |

## NOTES TO FINANCIAL STATEMENTS

For the Year Ended March 31, 1985

### 1. STATUS OF THE BRANCH

The Liquor Distribution Branch obtains its authority for operation from the Liquor Distribution Act which is administered by the Ministry of Consumer and Corporate Affairs. As stated in Section 2 of this Act, the Branch has the sole right to purchase both in and out of the Province liquor for resale and reuse in the Province in accordance with the provisions of the Importation of Intoxicating Liquors Act (Canada).

### 2. SIGNIFICANT ACCOUNTING POLICIES

As prescribed by Section 18 of the Liquor Distribution Act, the financial statements fo the Branch are prepared in accordance with generally accepted accounting principles.

The financial transactions of the Branch are also included in the financial statements of the Combined General Fund and Special Funds of the Government of the Province of British Columbia. The amounts are adjusted for differences in the accounting policies of the Branch from those of the Government.

Significant accounting policies followed in the preparation to these financial statements are:

a) Inventories are valued at the latest landed cost.

b) Fixed assets are depreciated on a straight line basis as follows:

| | |
|---|---|
| Buildings | — 7½% per annum |
| Leasehold Improvements | — a minimum of 10% per annum or a rate sufficient to write off the cost over the remaining life of the respective lease. |
| Furniture, Fixtures and Equipment | — 25% per annum. |

3. FIXED ASSET

| | 1985 | | 1984 | |
|---|---|---|---|---|
| | Cost | Accumulated Depreciation | Cost | Accumulated Depreciation |
| | $ | $ | $ | $ |
| Land | 1,122,657 | - | 1,124,183 | - |
| Buildings | 11,260,690 | 6,086,992 | 11,382,755 | 5,652,725 |
| Leasehold Improvements | 4,610,678 | 2,030,645 | 4,584,261 | 1,478,465 |
| Furniture, fixtures and equipment | 16,685,706 | 13,600,879 | 15,623,988 | 11,402,971 |
| | 33,679,731 | 21,718,516 | 32,715,187 | 18,534,161 |
| Net Book Value | 11,961,215 | | 14,181,026 | |

4. SALES

The Branch is responsible for sales of liquor in the Province. The majority of liquor is sold by the Branch itself; however, the Branch has authorized manufacturers in certain situations to sell directly to licensees and consumers.

| | 1985 | 1984 |
|---|---|---|
| | $ | $ |
| Total Branch sales | 887,183,912 | 857,511,493 |
| Less non-alcoholic products | 752,537 | 810,932 |
| | 886,431,375 | 856,700,561 |
| Other authorized sales not included in these financial statements: | | |
| Direct deliveries to licensees by Brewers' agents | 157,575,250 | 152,875,111 |
| Brew pubs | 240,703 | 104,354 |
| Commercial wineries | 2,830,186 | 2,139,666 |
| | 160,646,139 | 155,119,131 |
| TOTAL SALES OF LIQUOR IN THE PROVINCE | 1,047,077,514 | 1,011,819,692 |

The Branch has authorized the brewers' agent to sell directly to licensees. The Branch has also authorized brew pubs to manufacture and sell directly to the public. The Provincial Malt Levy reported on the income statement represents the margin on these sales.

The Branch has agreements with commercial wineries which allow them to sell

directly to the public. Sales by these commercial wineries as reported above will decrease as they enter into consignment agency contracts with the Branch. This will result in the inclusion of the commercial winery sales in the sales of the Branch.

Total sales of liquor in the Province do not include subsequent resale by licensed establishments.

## 5. COMMITMENTS AND CONTINGENCIES

a) Superannuation Fund

Employees of the Branch contribute to the Public Service Superannuation Fund up to 7% of their salaries for basic pension purposes. This includes a portion for cost-of-living indexed increases in pension benefits. The employer contributions to the Superannuation Fund include an amount equal to the employees' contribution plus an additional 2.5% of gross payroll.

An actuarial evaluation of the Public Service Superannuation Fund was made at March 31, 1980. Details of the unfunded liability are described in the Public Service Superannuation Fund financial statements included in the Public Accounts. The portion of the unfunded liability attributable to the Liquor Distribution Branch was not determined by the actuary.

b) Federal Taxes

The Branch maintains inventory in its bonded warehouse for which Federal Taxes have neither ben paid nor recorded. As at March 31, 1985, the future liability for these taxes approximates $7,200,000. These taxes are payable when inventory is shipped from the bonded warehouse.

c) Agents' Stocking Programme

The Branch has authorized suppliers' agents to import and warehouse liquor for subsequent resale to the Branch. Under this arrangement, the Branch has a contractural obligation to the programme. The obligation of the Branch should all agents choose to terminate their contracts, totals approximately $20,077,000 for agents and $12,040,000 for federal taxes as at March 31, 1985.

d) Lease Premises

Total commitments as at March 31, 1985 for lease of premises are as follows:

| | |
|---|---|
| Year ended March 31, 1986 | $ 5,916,000 |
| 1987 | 5,236,000 |
| 1988 | 4,822,000 |
| 1989 | 4,181,000 |
| 1990 | 3,556,000 |
| Subsequent years | 9,713,000 |
| TOTAL | $33,424,000 |

## 6. SUBSEQUENT EVENT

Subsequent to March 31, 1985, the Minister responsible for the Branch has announced a policy change which will allow licensed hotels and neighbourhood pubs to set up stores to sell refrigerated beer, cider and B.C. wines on the same site as their existing premises and also permit the establishment of B.C. winery shops. The financial effect, if any, on Branch revenues cannot be determined at this time.

## STORE SALES BY ELECTORAL DISTRICT

For the Year Ended March 31, 1985

| Store No. | Store | Total Sales |
|---|---|---|
| | ALBERNI ELECTORAL DISTRICT | |
| 040 | Port Alberni - 10th | 4,141,585 |
| 104 | Port Alberni - Northport | 3,582,269 |
| 118 | Tofino | 907,846 |
| 216 | Ucluelet | 1,046,832 |
| | ATLIN ELECTORAL DISTRICT | |
| 004 | Atlin | 317,616 |
| 047 | Stewart | 452,905 |
| 084 | Cassiar | 872,123 |
| | BOUNDARY SIMILKAMEEN ELECTORAL DISTRICT | |
| 014 | Greenwood | 252,791 |
| 015 | Grand Forks | 2,241,096 |
| 019 | Keremeos | 820,531 |
| 039 | Penticton | 4,611,384 |
| 069 | Oliver | 1,790,305 |
| 086 | Summerland | 1,914,835 |
| 083 | Osoyoos | 2,161,805 |
| 130 | Penticton Plaza | 6,063,323 |
| 403 | Okanagaon Vineyards | 35,332 |
| | BURNABY-EDMONDS ELECTORAL DISTRICT | |
| 220 | Middlegate | 9,672,225 |
| | BURNABY-NORTH ELECTORAL DISTRICT | |
| 077 | Lougheed Mall | 8,353,899 |
| 137 | Kensington | 4,302,961 |
| 217 | North Burnaby | 10,068,881 |
| | BURNABY-WILLINGDON ELECTORAL DISTRICT | |
| 121 | Royal Oak | 3,779,085 |
| 203 | South Burnaby | 5,762,133 |
| | CARIBOO ELECTORAL DISTRICT | |
| 043 | Quesnel | 4,357,851 |
| 063 | Williams Lake | 7,187,092 |
| 156 | Quesnel West | 1,827,806 |
| 201 | Clinton | 715,213 |
| 221 | 100 Mile House | 4,438,300 |
| | CHILLIWACK ELECTORAL DISTRICT | |
| 007 | Chilliwack | 6,233,917 |
| 057 | Vedder Crossing | 738,088 |
| 064 | Agassiz | 1,654,062 |
| 170 | Chilliwack Mall | 3,558,514 |
| | COLUMBIA RIVER ELECTORAL DISTRICT | |
| 016 | Golden | 2,281,025 |
| 017 | Invermere | 2,894,686 |
| 066 | Kimberley | 2,372,058 |
| 245 | Radium | 992,998 |

| Store No. | Store | Total Sales |
|---|---|---|
| | **COMOX ELECTORAL DISTRICT** | |
| 008 | Cumberland | 755,835 |
| 010 | Courtenay | 7,137,627 |
| 034 | Qualicum | 2,127,702 |
| 042 | Parksville | 2,568,194 |
| 157 | Parksville - North | 3,021,331 |
| 235 | Comox | 3,446,356 |
| | **COQUITLAM-MALLARDVILLE ELECTORAL DISTRICT** | |
| 153 | Como Lake | 4,317,843 |
| 200 | Austin Road | 4,802,261 |
| | **COQUITLAM-MOODY ELECTORAL DISTRICT** | |
| 011 | Port Coquitlam | 3,734,122 |
| 089 | Prairie Mall | 2,848,065 |
| 163 | Westwood | 6,793,645 |
| 205 | Port Moody | 3,222,891 |
| | **COWICHAN-MALAHAT ELECTORAL DISTRICT** | |
| 012 | Duncan | 9,453,315 |
| 067 | Lake Cowichan | 1,496,306 |
| 206 | Chemainus | 1,663,524 |
| | **DELTA ELECTORAL DISTRICT** | |
| 025 | Ladner | 4,237,152 |
| 098 | Tsawwassen | 4,847,895 |
| 145 | Scottsdale | 6,992,318 |
| 241 | Kennedy Heights | 10,396,319 |
| | **DEWDNEY ELECTORAL DISTRICT** | |
| 027 | Mission | 4,852,621 |
| 065 | Haney | 5,756,132 |
| 164 | West Maple Ridge | 3,092,026 |
| 165 | Pitt Meadows | 1,378,644 |
| | **ESQUIMALT-PORT RENFREW ELECTORAL DISTRICT** | |
| 068 | Esquimalt | 3,881,405 |
| 125 | Langford | 4,424,546 |
| 219 | Colwood | 3,514,626 |
| 229 | Sooke | 2,085,850 |
| | **CENTRAL FRASER VALLEY ELECTORAL DISTRICT** | |
| 001 | Abbotsford | 5,299,928 |
| 149 | Clearbrook | 4,780,528 |
| | **KAMLOOPS ELECTORAL DISTRICT** | |
| 021 | Kamloops | 6,865,509 |
| 079 | Sahali | 3,473,923 |
| 088 | Clearwater | 1,433,060 |
| 108 | Valleyview | 2,954,659 |
| 138 | Barriere | 777,023 |
| 147 | Westsyde | 1,240,148 |
| 223 | North Kamloops | 6,421,446 |

| Store No. | Store | Total Sales |
|---|---|---|
| | KOOTENAY ELECTORAL DISTRICT | |
| 009 | Cranbrook | 4,545,826 |
| 013 | Fernie | 2,142,060 |
| 028 | Sparwood | 1.291,634 |
| 131 | Elkford | 647,581 |
| 151 | Tamarack | 2,248,726 |
| | LANGLEY ELECTORAL DISTRICT | |
| 022 | Langley | 5,184,108 |
| 109 | Aldergrove | 3,849,075 |
| 127 | Fort Langley | 1,906,042 |
| 158 | Langley - Willowbrook | 7,551,786 |
| | MACKENZIE ELECTORAL DISTRICT | |
| 041 | Powell River | 5,957,311 |
| 080 | Gibsons | 2,958,048 |
| 082 | Ocean Falls | 95,795 |
| 093 | Madeira Park | 1,110,996 |
| 230 | Sechelt | 3,052,922 |
| 232 | Bella Coola | 773,738 |
| 171 | Bella Bella | 493,187 |
| | NANAIMO ELECTORAL DISTRICT | |
| 024 | Ladysmith | 2,105,312 |
| 033 | Cavan Street | 4,514,866 |
| 134 | Gabriola Island | 624,942 |
| 159 | Harwood | 2,531,521 |
| 243 | Terminal Park | 11,644,674 |
| | NELSON-CRESTON ELECTORAL DISTRICT | |
| 018 | Kaslo | 674,348 |
| 032 | Nelson | 5,239,828 |
| 074 | New Denver | 409,982 |
| 075 | Creston | 409,982 |
| 162 | Creston (Canyon) | 738,827 |
| 202 | Nakusp | 1,160,811 |
| 207 | Salmo | 650,554 |
| | NEW WESTMINSTER ELECTORAL DISTRICT | |
| 031 | 10th Street | 7,908,649 |
| 097 | 8th & McBride | 4,691,643 |
| | NORTH ISLAND ELECTORAL DISTRICT | |
| 005 | Campbell River | 11,137,054 |
| 055 | Gold River | 727,931 |
| 056 | Tahsis | 493,698 |
| 115 | Port McNeill | 1,967,879 |
| 128 | Port Alice | 507,699 |
| 168 | Port Hardy | 663,238 |
| 225 | Alert Bay | 436,868 |
| 236 | Port Hardy | 2,320,515 |
| | NORTH VANCOUVER-CAPILANO ELECTORAL DISTRICT | |
| 030 | North Vancouver - 2nd | 7,044,102 |
| 107 | Westview | 9,655,443 |
| 152 | Capilano Mall | 4,582,530 |

| Store No. | Store | Total Sales |
|---|---|---|
| | **NORTH VANCOUVER-SEYMOUR ELECTORAL DISTRICT** | |
| 133 | Dollarton | 2,484,150 |
| 247 | Lynn Valley | 6,673,595 |
| | **OKANAGAN NORTH ELECTORAL DISTRICT** | |
| 062 | Vernon | 7,016,103 |
| 135 | Polson Place | 4,900,906 |
| 214 | Lumby | 1,116,405 |
| | **OKANAGAN SOUTH ELECTORAL DISTRICT** | |
| 020 | Kelowna - Leon | 1,695,520 |
| 103 | Kelowna - Capri | 4,380,403 |
| 143 | Westbank | 2,956,371 |
| 148 | Kelowna South | 3,147,913 |
| 166 | Winfield | 1,456,760 |
| 167 | Kelowna - Orchard Park | 9,800,494 |
| 246 | Rutland | 3,343,536 |
| | **OMINECA ELECTORAL DISTRICT** | |
| 073 | Burns Lake | 1,789,754 |
| 081 | Vanderhoof | 1,700,052 |
| 091 | Fraser Lake | 824,453 |
| 099 | Houston | 1,863,066 |
| 119 | Granisle | 208,153 |
| 248 | Fort St. James | 1,536,219 |
| | **PEACE RIVER NORTH ELECTORAL DISTRICT** | |
| 003 | Fort St. John | 5,785,825 |
| 222 | Fort Nelson | 2,237,206 |
| 234 | Hudson Hope | 350,752 |
| | **PEACE RIVER - SOUTH ELECTORAL DISTRICT** | |
| 169 | Tumbler Ridge | 2,048,560 |
| 212 | Dawson Creek | 4,599,607 |
| 238 | Chetwynd | 1,726,667 |
| | **PRINCE GEORGE - NORTH ELECTORAL DISTRICT** | |
| 106 | MacKenzie | 1,901,242 |
| 036 | Prince George - 6th | 5,384,486 |
| 114 | Prince George - Hart | 2,354,251 |
| 239 | Prince George - 20th | 7,794,856 |
| 401 | Old Fort Beer Store | 432,811 |
| | **PRINCE GEORGE - SOUTH ELECTORAL DISTRICT** | |
| 026 | McBride | 508,176 |
| 096 | Valemount | 652,838 |
| 126 | Prince George - 10th | 8,222,189 |
| 154 | Prince George - College Heights | 2,269,435 |
| | **PRINCE RUPERT ELECTORAL DISTRICT** | |
| 035 | Prince Rupert | 6,789,157 |
| 105 | Masset | 1,312,533 |
| 211 | Queen Charlotte City | 1,431,427 |

| Store No. | Store | Total Sales |
|---|---|---|
| | RICHMOND ELECTORAL DISTRICT | |
| 076 | Brighouse | 10,069,090 |
| 085 | Lansdowne | 6,736,082 |
| 120 | Shellmont | 5,026,530 |
| 244 | Seafair | 6,383,361 |
| | ROSSLAND-TRAIL ELECTORAL DISTRICT | |
| 044 | Rossland | 1,056,321 |
| 051 | Trail | 4,021,438 |
| 078 | Castlegar | 3,240,431 |
| 095 | Fruitvale | 946,287 |
| | SAANICH & THE ISLANDS ELECTORAL DISTRICT | |
| 050 | Sidney | 6,328,609 |
| 059 | Trafalgar Square | 2,940,613 |
| 124 | Gorge & Tillicum | 9,700,220 |
| 140 | Cedar Hill | 5,287,674 |
| 155 | Pender Island | 545,971 |
| 204 | Ganges | 2,301,117 |
| 242 | Saanich | 9,300,638 |
| | SHUSWAP-REVELSTOKE ELECTORAL DISTRICT | |
| 045 | Revelstoke | 3,663,056 |
| 048 | Salmon Arm | 4,335,591 |
| 049 | Enderby | 1,336,483 |
| 092 | Sicamous | 1,567,477 |
| 215 | Armstrong | 1,392,447 |
| 226 | Chase | 2,338,581 |
| | SKEENA ELECTORAL DISTRICT | |
| 046 | Smithers | 3,233,618 |
| 052 | Terrace | 5,840,591 |
| 213 | Kitimat | 3,305,467 |
| 227 | Hazelton | 905,376 |
| | SURREY ELECTORAL DISTRICT | |
| 006 | White Rock | 7,132,439 |
| 070 | Cloverdale | 4,093,736 |
| 110 | Ocean Park | 3,346,038 |
| 116 | North Surrey | 6,462,912 |
| 122 | Whalley | 6,883,157 |
| 240 | Guildford | 7,246,252 |
| 404 | Jordan Ste. Michelle | 176,214 |
| | VANCOUVER-SOUTH ELECTORAL DISTRICT | |
| 038 | Marpole | 6,769,711 |
| 087 | Victoria Drive | 9,834,904 |
| 210 | Kerrisdale | 4,382,903 |
| | VANCOUVER-LITTLE MOUNTAIN ELECTORAL DISTRICT | |
| 136 | Arbutus | 3,289,831 |
| 146 | 18th & Cambie | 3,629,603 |
| 141 | 18th & Granville | 2,990,966 |
| 160 | 39th & Cambie | 11,784,600 |
| 237 | 28th & Main | 5,056,015 |
| 402 | Granville Island Brewing Co. | 824,825 |

| Store No. | Store | Total Sales |
|---|---|---|
| | **NORTH VANCOUVER-SEYMOUR ELECTORAL DISTRICT** | |
| 133 | Dollarton | 2,484,150 |
| 247 | Lynn Valley | 6,673,595 |
| | **OKANAGAN NORTH ELECTORAL DISTRICT** | |
| 062 | Vernon | 7,016,103 |
| 135 | Polson Place | 4,900,906 |
| 214 | Lumby | 1,116,405 |
| | **OKANAGAN SOUTH ELECTORAL DISTRICT** | |
| 020 | Kelowna - Leon | 1,695,520 |
| 103 | Kelowna - Capri | 4,380,403 |
| 143 | Westbank | 2,956,371 |
| 148 | Kelowna South | 3,147,913 |
| 166 | Winfield | 1,456,760 |
| 167 | Kelowna - Orchard Park | 9,800,494 |
| 246 | Rutland | 3,343,536 |
| | **OMINECA ELECTORAL DISTRICT** | |
| 073 | Burns Lake | 1,789,754 |
| 081 | Vanderhoof | 1,700,052 |
| 091 | Fraser Lake | 824,453 |
| 099 | Houston | 1,863,066 |
| 119 | Granisle | 208,153 |
| 248 | Fort St. James | 1,536,219 |
| | **PEACE RIVER NORTH ELECTORAL DISTRICT** | |
| 003 | Fort St. John | 5,785,825 |
| 222 | Fort Nelson | 2,237,206 |
| 234 | Hudson Hope | 350,752 |
| | **PEACE RIVER - SOUTH ELECTORAL DISTRICT** | |
| 169 | Tumbler Ridge | 2,048,560 |
| 212 | Dawson Creek | 4,599,607 |
| 238 | Chetwynd | 1,726,667 |
| | **PRINCE GEORGE - NORTH ELECTORAL DISTRICT** | |
| 106 | MacKenzie | 1,901,242 |
| 036 | Prince George - 6th | 5,384,486 |
| 114 | Prince George - Hart | 2,354,251 |
| 239 | Prince George - 20th | 7,794,856 |
| 401 | Old Fort Beer Store | 432,811 |
| | **PRINCE GEORGE - SOUTH ELECTORAL DISTRICT** | |
| 026 | McBride | 508,176 |
| 096 | Valemount | 652,838 |
| 126 | Prince George - 10th | 8,222,189 |
| 154 | Prince George - College Heights | 2,269,435 |
| | **PRINCE RUPERT ELECTORAL DISTRICT** | |
| 035 | Prince Rupert | 6,789,157 |
| 105 | Masset | 1,312,533 |
| 211 | Queen Charlotte City | 1,431,427 |

| Store No. | Store | Total Sales |
|---|---|---|
| | **RICHMOND ELECTORAL DISTRICT** | |
| 076 | Brighouse | 10,069,090 |
| 085 | Lansdowne | 6,736,082 |
| 120 | Shellmont | 5,026,530 |
| 244 | Seafair | 6,383,361 |
| | **ROSSLAND-TRAIL ELECTORAL DISTRICT** | |
| 044 | Rossland | 1,056,321 |
| 051 | Trail | 4,021,438 |
| 078 | Castlegar | 3,240,431 |
| 095 | Fruitvale | 946,287 |
| | **SAANICH & THE ISLANDS ELECTORAL DISTRICT** | |
| 050 | Sidney | 6,328,609 |
| 059 | Trafalgar Square | 2,940,613 |
| 124 | Gorge & Tillicum | 9,700,220 |
| 140 | Cedar Hill | 5,287,674 |
| 155 | Pender Island | 545,971 |
| 204 | Ganges | 2,301,117 |
| 242 | Saanich | 9,300,638 |
| | **SHUSWAP-REVELSTOKE ELECTORAL DISTRICT** | |
| 045 | Revelstoke | 3,663,056 |
| 048 | Salmon Arm | 4,335,591 |
| 049 | Enderby | 1,336,483 |
| 092 | Sicamous | 1,567,477 |
| 215 | Armstrong | 1,392,447 |
| 226 | Chase | 2,338,581 |
| | **SKEENA ELECTORAL DISTRICT** | |
| 046 | Smithers | 3,233,618 |
| 052 | Terrace | 5,840,591 |
| 213 | Kitimat | 3,305,467 |
| 227 | Hazelton | 905,376 |
| | **SURREY ELECTORAL DISTRICT** | |
| 006 | White Rock | 7,132,439 |
| 070 | Cloverdale | 4,093,736 |
| 110 | Ocean Park | 3,346,038 |
| 116 | North Surrey | 6,462,912 |
| 122 | Whalley | 6,883,157 |
| 240 | Guildford | 7,246,252 |
| 404 | Jordan Ste. Michelle | 176,214 |
| | **VANCOUVER-SOUTH ELECTORAL DISTRICT** | |
| 038 | Marpole | 6,769,711 |
| 087 | Victoria Drive | 9,834,904 |
| 210 | Kerrisdale | 4,382,903 |
| | **VANCOUVER-LITTLE MOUNTAIN ELECTORAL DISTRICT** | |
| 136 | Arbutus | 3,289,831 |
| 146 | 18th & Cambie | 3,629,603 |
| 141 | 18th & Granville | 2,990,966 |
| 160 | 39th & Cambie | 11,784,600 |
| 237 | 28th & Main | 5,056,015 |
| 402 | Granville Island Brewing Co. | 824,825 |

| Store No. | Store | Total Sales |
|---|---|---|
| | **VANCOUVER CENTRE ELECTORAL DISTRICT** | |
| 053 | Harbour Centre | 2,962,508 |
| 094 | Bute Street | 4,544,665 |
| 111 | Commercial | 5,852,733 |
| 112 | Cardero | 4,923,046 |
| 123 | Kingsgate | 7,428,568 |
| 129 | Thurlow | 6,079,922 |
| 144 | Mandarin Centre | 1,596,760 |
| 233 | Robson | 8,214,506 |
| | **VANCOUVER EAST ELECTORAL DISTRICT** | |
| 058 | Hastings & Slocan | 8,820,015 |
| 100 | Central Licensee | 47,093,535 |
| 113 | Senlac | 9,338,429 |
| | **VANCOUVER POINT GREY ELECTORAL DISTRICT** | |
| 090 | 4th & Alma | 8,152,097 |
| 102 | Dunbar | 4,074,213 |
| 117 | Broadway & Maple | 10,992,467 |
| | **VICTORIA ELECTORAL DISTRICT** | |
| 061 | Nootka Court | 3,659,080 |
| 142 | Yates Street | 2,935,618 |
| 150 | James Bay | 2,993,217 |
| 161 | Quadra & Hillside | 8,388,304 |
| 218 | Fort Street | 9,836,578 |
| 231 | Government Street | 10,234,808 |
| 411 | Island Pacific Brewing Co. | 3,998 |
| | **WEST VANCOUVER-HOWE SOUND ELECTORAL DISTRICT** | |
| 072 | West Vancouver | 7,790,619 |
| 101 | Pemberton | 696,296 |
| 208 | Squamish | 2,926,592 |
| 228 | Park Royal | 8,035,142 |
| 302 | Whistler | 2,345,755 |
| 303 | Park & Tilford | 312,263 |
| | **YALE-LILLOOET ELECTORAL DISTRICT** | |
| 002 | Ashcroft | 829,746 |
| 023 | Lillooet | 1,494,078 |
| 029 | Merritt | 2,768,470 |
| 037 | Princeton | 1,799,797 |
| 060 | Cache Creek | 1,013,082 |
| 071 | Hope | 2,631,660 |
| 139 | Logan Lake | 594,076 |
| 209 | Lytton | 807,826 |
| | TOTAL SALES | 887,183,912 |